

# How will our region's economy face the future?

Introducing the  
regional economic strategy  
for the East of England 2008–2031

# So what is the regional economic strategy and how does it affect me?

The regional economic strategy (or RES) is a plan for the future success and well-being of everyone in the East of England. It assesses the region's strengths and weaknesses and the major trends that will affect businesses and communities over the next 20 years. It sets out a long-term vision for the region's economy, how we can get there and who will help make it happen...

## So, why do we need this plan?

Globalisation and changes in technology are reshaping our communities and the economy. Businesses in the East of England are facing even greater competition from existing and emerging markets. We also need to better manage the pressures associated with growth and climate change.

However, the changing world is also one which provides opportunities for people, businesses and regions that adapt and innovate – providing new products, services and ideas to meet the needs of people and society. Successful regions have strong leadership, a clear sense of direction and purposeful action. The RES gives us this direction to thrive in an age of greater opportunity and uncertainty.

Achievements since the last RES in 2004

Between 2004 and 2006, the economy of the East of England grew from £101 billion to £110 billion

Between October 2004 and October 2007, the value of exports increased from £18 billion to £19.8 billion

The labour force increased by 90,000 between 2004 and 2007

## Is it just a book that sits on a shelf and gathers dust?

No. The RES shapes the work of a range of organisations in the region and their priorities for investment. It influences the £30 billion spent by the public sector in the East of England each year, creating an environment in which businesses are better able to start up and thrive and people can fulfil their potential. The RES also gives the private sector confidence – demonstrating our commitment to remain one of Europe's leading knowledge economies.

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The region gained over 10,000 extra VAT-registered businesses between the start of 2004 and start of 2007

Businesses in the East of England increased their spending on research and development, from £2.7 billion to £3.6 million between 2004 and 2006

The number of working-age people with higher-level skills increased by over 10,000 between 2005 and 2006



# Where are we now?

Despite recent success,  
the region faces a number  
of significant challenges...



Improving economic performance  
across the region



Competing in the new  
global economy



Embracing change – demography,  
health and work



Infrastructure for a competitive  
and sustainable economy

### The good news...

The East of England has been one of the fastest growing regional economies in the UK over the last 20 years. Employment rates are high by international standards and the region is renowned for unique landscapes and quality of life. The East of England has some of the world's leading universities and research institutes, and accounts for one-quarter of private-sector investment in research and development in the UK. Our expanding ports and airports play a vital role in transporting high-value goods to and from European and world markets.

We also benefit from our strong relationship with London, the world's leading financial centre. The East of England is increasingly linked with London and the South East in terms of labour and housing markets and the complementary economic roles we play. Taken together, the 'Greater South East' is by some distance Europe's leading super-region and the closest challenger to the economic powerhouses of Silicon Valley and New York.

### Causes for concern...and action

Despite being home to world-leading companies and talent, in the last few years the East of England has lagged behind the national growth rate. Companies in sectors such as manufacturing, construction and services are feeling the pressures of the credit crunch. Within the region, there is an increasing gap in economic performance between those places that are thriving and others that are still adapting to the demands of the knowledge economy.

As with many successful economies, the region also has to manage the pressures of growth. This includes problems such as housing affordability, congestion, the amount of resources being used and threats to important habitats. Of all the challenges we face, perhaps the most pressing is to improve skills levels in the region – developing and making best use of talent will be at the heart of our future success in the new economy.



Remaining at the forefront of the innovation agenda



Improving skills to meet changing demand



Ensuring the region is an attractive place to live, work and do business



Managing the environmental impacts of growth



## Where do we want to be?

We share a clear vision. By 2031, we want the East of England to be: internationally competitive, with a global reputation for innovation and business growth; a region that develops the talents and creativity of all; and at the forefront of the low-carbon and low-resource economy.

And we want the region to be known for: exceptional landscapes, vibrant places and a high quality of life; being a confident, outward-looking region with strong leadership; and where communities actively shape their future.

### Why a focus on 2031?

Setting a target date of 2031 brings into focus the long-term economic forces shaping the East of England. The region's businesses operate in an increasingly competitive marketplace, where knowledge, ideas and networks are the currency as the global economy changes.

Looking forward to 2031 also ties in with the time frame of the spatial strategy for the region, which sets out housing and infrastructure needs. Together these two plans allow local authorities, businesses and communities to plan for the land, housing and infrastructure that will be needed to support a thriving economy.

# How do we see our future?

People from across the region share their aspirations for the East of England...

The best way to nurture gifted young people in the region is to provide them with accessible, high-quality facilities. The talent is here, but we need to do more to identify it. With real support from the community and business, dreams can become reality and people can excel at the highest level.

**Anne Wafula-Strike,**  
British Paralympic Athlete

In the future, people in business will be much more flexible in the way they communicate and collaborate, and lifelong learning will be an accepted reality. The internet, instant messaging and email have already revolutionised how we search for and exchange information. Things are likely to change even more radically in the next five years.

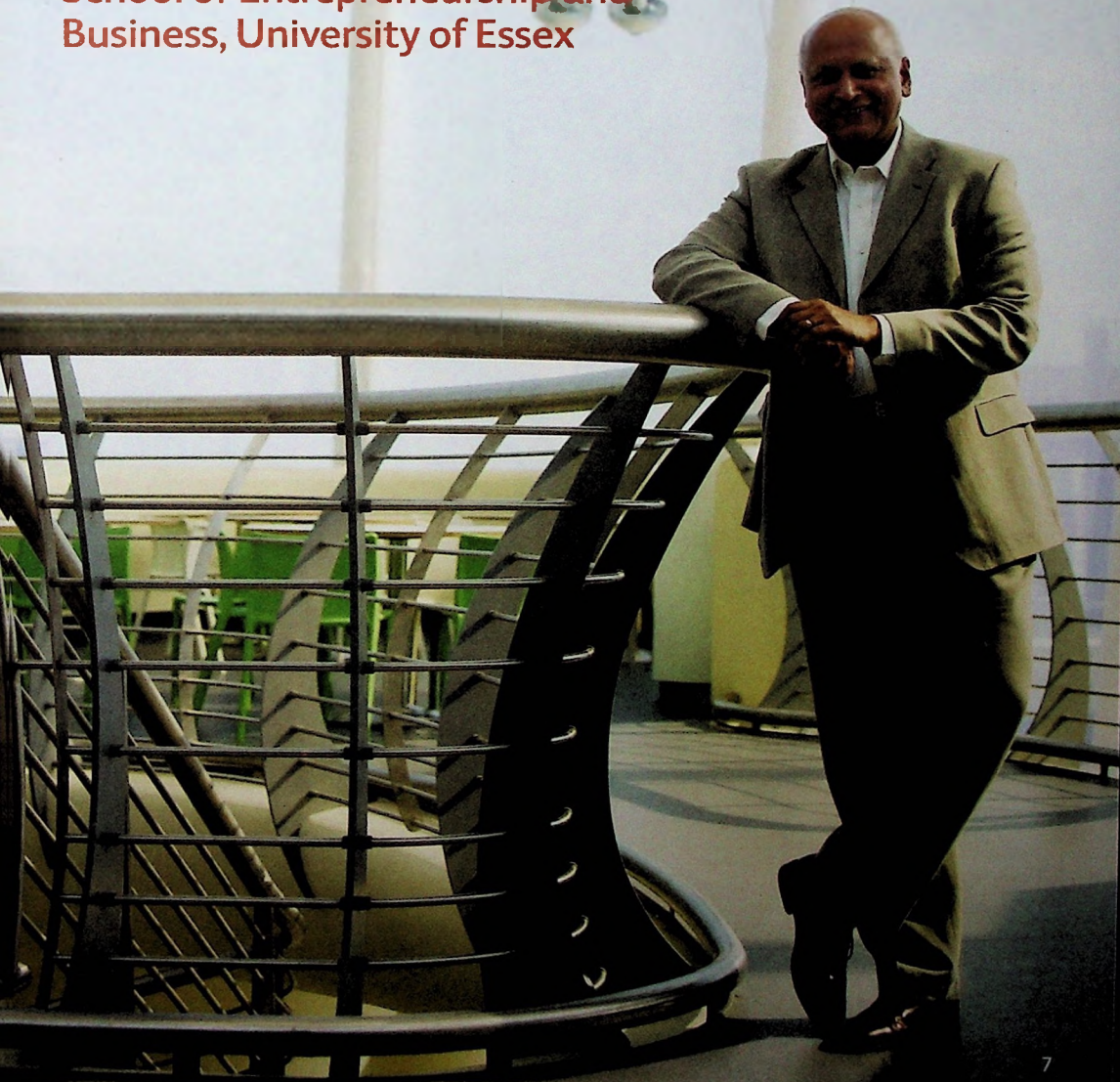
**Ian Neild,**  
BT





Managers need to embrace the idea of working closely with non-UK companies, particularly those in the fastest-growing regions of the world. They should also accept that a constant but positive business churn is needed to ensure that market forces, in the main, can determine which businesses succeed, grow and innovate.

**Professor Jay Mitra,**  
**School of Entrepreneurship and**  
**Business, University of Essex**



Our future in the East of England, the nation's 'grain basket', looks bright. We believe we can double our market share and increase international sales while continuing to source ingredients directly from local farmers. This will protect us from increasing food prices, benefit the environment and support the local community.

**Bill Jordan,**  
**Jordan's Cereals**





We need high-quality people so we can grow our business. We are located close to Cambridge University – a global talent magnet – so that helps us to recruit excellent employees.

Neil Davidson,  
Red Gate Software

The East of England is a great place to be because it's close to London, yet lower in cost and with excellent international links. To keep the best students coming, the region needs to maintain its excellent range of degrees, and cater for new and innovative areas of study. And, for international students like me, help and advice about using our skills in the UK when we've finished studying would be really useful.

Seandette Wiltshire,  
University of Essex



# Where do we want to get to?

To set direction and help us understand if we are making progress in achieving our vision, the RES sets out a series of headline targets...

## Productivity and prosperity

Measured by gross value added (GVA), the East of England is less prosperous than leading European regions with similar economies. Despite long-term success, our growth per head of population has been slower than for the UK as a whole for each of the last five years. If growth per worker increases to 2.1 per cent each year (compared to average annual growth of 1.7 per cent between 2001 and 2006), by 2031 real GVA would be over 70 per cent higher than today.



# 2.1%

annual growth in GVA per worker

## Employment

Good-quality jobs are vital to economic growth and well-being. While the East of England has a high employment rate, not all parts of the region perform well and we lag behind leading European regions. As a result, the RES aims to increase the employment rate to 70 per cent of 16- to 74-year-olds and 80 per cent of the working-age population by 2031 (from 67 per cent and 77 per cent respectively in 2007) – equal to 424,000 more residents in employment.



# 70%

16–74 year olds

# 80%

working-age population

## Skills

Skills are central to how productive a business can be. The demand for higher-level skills is increasing and employment prospects for the least skilled people are falling. However, the region's working-age population is more poorly qualified than the national average. If the RES skills targets are achieved by 2020 and maintained to 2031, over 40 per cent of adults will hold a degree-level qualification (up from 26.6 per cent in 2006) – equivalent to 643,000 more adults with degree-level qualifications than today. The RES also aims to increase the percentage of adults qualified to at least level 3 to 68 per cent (up from 44.6 per cent in 2006) and the percentage of adults qualified to at least level 2 to over 90 per cent (up from 66.3 per cent in 2006).



# 90%

NVQ level 2 and above

# 68%

NVQ level 3 and above

# 40%

NVQ level 4 and above



### Why have these targets been set?

The headline targets shown below consider the challenges the East of England faces and describe the competitive and sustainable economy we aim for. These targets:

- anticipate the long-term performance of the wider UK and world economies
- are consistent with the planned physical development laid out in the regional spatial strategy
- aim to reduce the effects that growth and the use of resources have on the environment
- are consistent with the government's public service agreement targets.

### How have they been set?

We carried out a detailed programme of research to set the targets and make sure they are consistent with each other. This included using a series of forecasting models. One helped to forecast economic and population growth and housing demand up to 2031. A second tested a series of economic scenarios for their impact on the amount of greenhouse gases produced, the amount of water and energy used and the amount of waste created. This process allowed us to develop plans that improve the productivity of our businesses but also reduce the environmental effects of growth. We were also able to test how the scenarios may affect biodiversity, heritage and landscapes.

## Inequality

Inequality can slow economic growth and affects people's quality of life. We must tackle this if the East of England is to develop and make best use of everyone's talents and creativity. The RES aims to raise lower-quartile earnings to 60 per cent of average earnings (up from 55.3 per cent in 2007) over the lifetime of the strategy, reversing the widening gap we have seen in recent years.



# 60%

level of lower-quartile earnings  
relative to average earnings

## Greenhouse gases

Because the region is low-lying and has a long coastline, the economy of the East of England is especially vulnerable to coastal flooding and at risk from the effects of global warming. Reducing carbon dioxide emissions to 60 per cent below 1990 levels by 2031 – equivalent to reducing total CO<sub>2</sub> emissions to 6.6 million tonnes of carbon from 12.2 million tonnes of carbon in 2005 – would put the region at the forefront of work to tackle climate change.



# 60%

reduction of 1990 CO<sub>2</sub> emission levels

## Water resources

With more growth planned for the region, there could be a shortage of water in a number of areas as early as 2030. Reducing the amount of water we use will be vital to allow growth and reduce business costs, and will benefit the ecology in and around rivers and wetlands. The RES therefore aims to reduce domestic per capita water consumption by 20 per cent – to 120 litres per head per day (l/h/d) by 2030, from current levels of 150 l/h/d.



# 20%

less water used by 2030

# What do we need to change?

We have collectively identified eight 'goals' and associated priorities that will be central to achieving our aims...

## 1. Enterprise

Improving business performance and a stronger culture of entrepreneurship



1

### Priorities

- strengthening the region's enterprise culture
- increasing opportunities for international trade, investment and collaboration
- enabling high-growth businesses to realise their potential
- improving enterprise performance through effective business support.

### What will success look like?

- business start-up rates increase to 60 for every 10,000 adults by 2031 (around 12,000 more new businesses created each year than in 2004)
- female entrepreneurship rates move closer to male rates
- more businesses benefit from high-quality advice and support
- an increase in the percentage of the region's small and medium-sized enterprises that trade internationally.

## 2. Innovation

Realising the value of innovation by bringing ideas to market



2

### Priorities

- developing a thriving culture of innovation and creativity
- commercialising research and development (R&D) and adopting innovation
- strengthening clusters around leading private sector R&D companies and research-intensive universities
- positioning the East of England and Greater South East as global innovation regions.

### What will success look like?

- a greater number of businesses that turn new ideas and research into new products, services and processes
- expanding high-tech clusters, attracting European-leading levels of private-sector R&D and venture capital investment
- increased use of existing technologies and processes in all sectors of the economy
- increased supply of people with creative, technical and science, technology, engineering and maths skills
- a major focus on creativity in business, the public sector, civic life and the education system.



1.  
The Paper Trail in Apsley,  
Hertfordshire, Enterprising  
Britain runner-up 2007

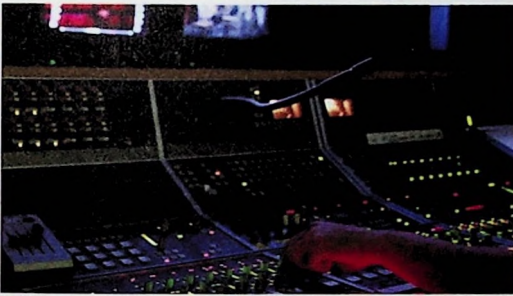
2.  
CSR, FTSE top 250 company  
and one of the region's  
innovation success stories

3.  
The East of England Production  
Innovation Centre, Norwich,  
one of the most advanced  
higher-definition broadcast  
production facilities in Europe

4.  
The Building Research  
Establishment Innovation Park,  
Watford, promoting the latest  
in innovative methods of  
construction and sustainability

### 3. Digital Economy

Accelerating the use of  
digital technologies in public  
services, society and commerce



3

#### Priorities

- improving efficiency and innovation through the application of digital technologies
- equipping people and businesses with the skills and capability to innovate through digital technologies
- investing in a leading digital infrastructure.

#### What will success look like?

- a digital infrastructure that ranks highly among leading international regions
- more businesses using information and communication technologies (ICT) to work more productively and reach new customers
- increased supply of information technology skills among the region's workforce
- more businesses adopting smarter and flexible working practices
- a reduction in overall travel and an increase in smarter travel as a result of using ICT.

### 4. Resource Efficiency

Benefiting from a low-carbon,  
low-resource economy



4

#### Priorities

- improving resource efficiency through behavioural change
- leading the UK in sustainable energy production
- increasing share of environmental goods and services markets
- making the East of England a water-efficient region.

#### What will success look like?

- 60 per cent less end-user carbon dioxide emissions in 2031 than in 1990, and reduced emissions of other greenhouse gases
- 37 per cent less waste in 2031 than in 2005
- increased recycling rates for household and municipal waste
- 20 per cent reduction in the amount of water used per person by 2030
- growth in the region's sustainable-energy sector, with 20 per cent of electricity being generated from renewable sources by 2020
- an increased share for the region's businesses in global markets for environmental technologies and services.

Why these goals?

We have developed the RES goals and priorities by:

- analysing the key trends, strengths and market failures affecting the East of England economy
- understanding 'what works' to make businesses more productive, improve employment opportunities and make growth more sustainable
- recognising that the private sector 'drives' economic and employment growth and the public sector just helps to 'oil the wheels'
- developing and testing of the goals and priorities through surveys, events and public consultation.

## 5. Skills for Productivity

### Developing skills for the changing economy



5

#### Priorities

- increasing the demand for and supply of higher-level skills
- creating a culture where people aspire to train and learn throughout life
- providing clear progression pathways for learning that improves business performance
- providing education and training that meets the needs of individuals, employers and the economy.

#### What will success look like?

- an increased share of people gaining higher-level skills, by taking part in academic and work-related education and training at level 4 and above
- an increased percentage of graduates in the region's workforce and improved retention of graduates in the region
- a strong culture of learning with an increased percentage of young people taking part in education and training past school-leaving age
- a demand-led system leading to a reduction in skills gaps and shortages
- improved productivity through a significant increase in work-related learning
- world-class learning facilities across the region.

## 6. Economic Participation

### Opportunity for all in the sustainable economy



6

#### Priorities

- equipping people with the confidence, skills and choices for employment and entrepreneurship
- tackling barriers to employment in the poorest 20 per cent of communities
- increasing economic demand in areas with low activity rates
- employers valuing a flexible, diverse and healthy workforce
- a vibrant, skilled and resourced third sector.

#### What will success look like?

- economic activity and business start-up rates in disadvantaged communities that are closer to the regional average
- a regional employment rate of 70 per cent for residents aged 16 to 74 and 80 per cent for working-age residents by 2031
- more equal incomes for people in work, with lower-quartile earnings at 60 per cent of the region's average earnings
- 95 per cent of adults with good basic skills by 2020 and maintained to 2031
- reduced inequalities in skills and health between disadvantaged communities and the regional average.



5. Cranfield University, Bedfordshire, one of the UK's leading universities for postgraduate education and research and development

6. North Suffolk Skills Centre, creating opportunities for young people and providing valuable skills for the local economy

7. Peterborough railway station, an important rail interchange for both passengers and rail freight, connecting the region with the North and South

8. The city of Norwich, successfully preserving its historic past, while also being a forward-thinking, vibrant city – a great place to live, work and visit

## 7. Transport

A transport system that fully supports sustainable economic growth



7

### Priorities

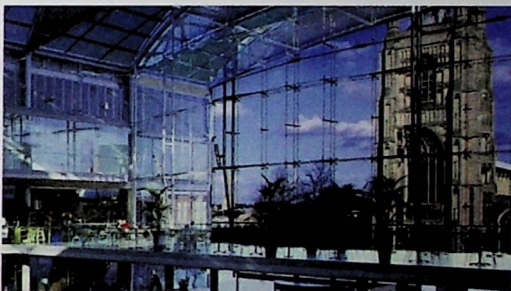
- creating a resilient transport system that is used effectively and efficiently
- investing in transport to maximise economic growth
- increasing economic benefit to the East of England from major international gateways
- reducing the environmental impact of moving goods and people.

### What will success look like?

- a major reduction in the cost of congestion in the region
- better and more reliable journey times
- similar levels of investment in transport as the leading international regions to tackle constraints in our main transport corridors and in our cities
- greater use of technology in the transport system to increase efficiency
- international transport gateways providing increased economic benefits to the region
- transport gateways with improved road, rail and public transport access, and an increase in the amount of freight moved by rail
- increased use of public transport and cleaner vehicles to reduce carbon emissions.

## 8. The Spatial Economy

Sustainable places that attract and retain the people and investment necessary for a world-class economy



8

### Priorities

- ensuring physical development meets the needs of a changing economy
- increasing economic gain from the region's distinctiveness and vitality
- creating sustainable places for people and business
- adapting the region's places to meet the challenges and opportunities of climate change.

### What will success look like?

- a better balance between housing and employment opportunities
- an increased mix and supply of housing, with an improvement in housing affordability
- a high-quality supply of employment land throughout the region
- regional towns and cities characterised by distinctive and high-quality design
- a better profile for the region through its natural, heritage and cultural assets
- market towns as 'drivers' of their own economies and stronger links between remote rural areas and major economic centres
- renaissance of our coastal towns.

# What difference does geography make?

Places within the East of England have different economic needs.

Actions will be most effective if they are tailored to the existing and future strengths of places.

The RES identifies four types of area within the East of England, which all need specific responses...

## **Our relationship with London and the South East**

The prosperity of the East of England is closely tied to the success of London, the world's leading financial centre. This is most obvious in the high levels of people commuting into London and the increase in the number of people moving from London to live in the East of England. Increasingly, the East of England is playing vital, complementary roles to London and the wider South East. This includes our role as one of the EU's leading centres of private-sector research and development and the UK's port gateway to global markets. There is a pressing need to plan effectively on a wider basis if the Greater South East is to continue to rival major US, European and Far East city regions.

## **Coastal renaissance**

The coast of the East of England is one of the region's most valuable assets. This includes outstanding natural landscapes, major tourist attractions and the UK's leading container ports. However, our coastal areas face significant challenges – high levels of deprivation, economic restructuring and the need to adapt to natural processes that are reshaping our coastline. In particular, Great Yarmouth and Lowestoft are identified in the RES as the region's coastal regeneration priority area.

## **Market towns and the economy of rural areas**

Around 31 per cent of the region's population live in rural areas, and the East of England accounts for a fifth of the UK's market towns. The region's businesses and research community are well known as leaders in agriculture, food processing, bioenergy and non-food crops. However, the economy of rural areas has changed significantly, with the service sector now playing a dominant role. The future will be driven by improvements in innovation, skills and access to markets, much as with the wider economy. The challenge is to tailor our actions to meet the needs of rural communities, particularly in more remote rural places. This includes tackling barriers to growth, such as a lack of affordable housing and high-quality business space.



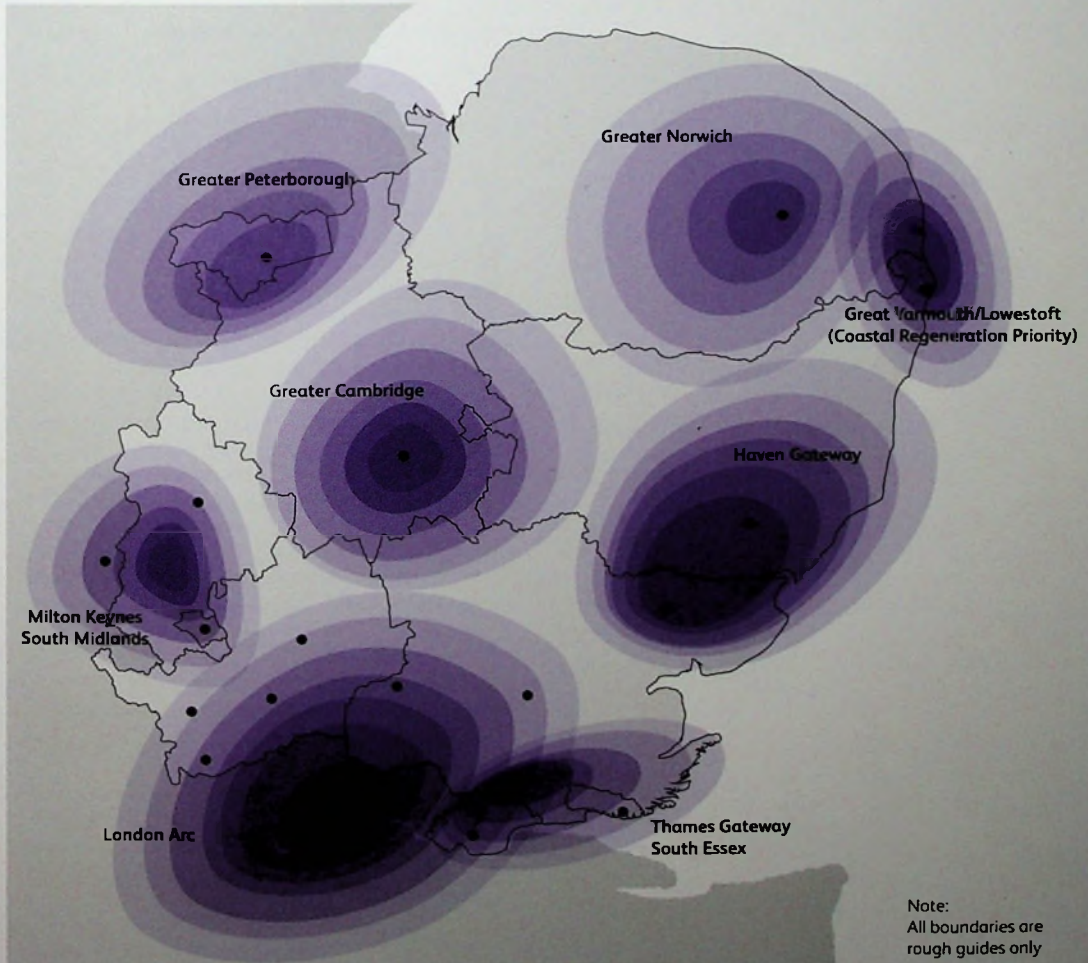
### What are the engines of growth?

The region's physical growth and economic success will increasingly be driven by our larger urban areas, regional cities and their surrounding rural areas. These centres contain concentrations of businesses, skilled labour, universities and research institutes that cannot be matched anywhere else in the region. They also face the major challenges that these bring, such as congestion and deprivation.

The RES identifies seven 'engines of growth', marked on the map below, and a coastal regeneration priority area. The region needs to build on existing cross-boundary approaches to set out bold investment plans for these places. This will help our cities and their surrounding areas to increase their competitiveness and grow sustainably.

#### The 'engines of growth' are:

- Thames Gateway South Essex
- Greater Cambridge
- Greater Peterborough
- Milton Keynes South Midlands
- London Arc
- Greater Norwich
- Haven Gateway





Queen Elizabeth II bridge

## Engines of growth

### Thames Gateway South Essex

Thames Gateway is the largest regeneration opportunity in Europe and vital to the continued success of London and the East of England. South Essex accounts for around 240,000 jobs, with 88,000 people commuting from the area to London each day. The sub-region has strengths in ports and logistics, advanced manufacturing, automotive design, retail and services. Major challenges include improving people's skills, connectivity and urban regeneration.

#### Strategic ambitions

- improve workforce skills by providing employer-led learning opportunities and creating 21st-century education facilities, including schools, new university campuses and skills academies
- reinvent the major city and town centres with thriving retail and leisure facilities and residential properties to complement the growth of Thurrock Lakeside
- become a major EU port and logistics cluster, including developing the London Gateway and maintaining the success of the Port of Tilbury
- develop as a centre for investment in environmental technology and services, including potential leadership in automotive energy-efficiency in Basildon and a new bioenergy park in Thurrock
- become a specialist centre for the creative industries, including the Production Campus and Creative National Skills Academy in Thurrock and facilities in Southend-on-Sea built around the university, METAL and thriving arts and new-media businesses
- tackle major congestion in the road and rail network, including junction 30 of the M11, the A127 and A13.





Napp Pharmaceuticals, Cambridge Science Park



Peterborough cathedral

## Greater Cambridge

Greater Cambridge has a worldwide reputation as a centre of learning and innovation. With over 365,000 jobs in the area – many in high-technology companies – Greater Cambridge attracted over 18 per cent of all UK venture capital in 2007. However, pressures of growth, such as worsening congestion and housing affordability, alongside increased international competition, need major action.

### Strategic ambitions

- maintain the University of Cambridge as one of the world's top-five universities and support the expansion of Anglia Ruskin University as a recognised force in applied research, technical and creative areas
- improve access for businesses to the people, research facilities and resources of both universities
- provide new applied research and innovation facilities at East Forum and Addenbrooke's, and make sure there is a long-term supply of high-quality sites for research and development and commercial activity
- develop support packages for emerging technology strengths, such as plasmonics, display technologies, bio-informatics, semiconductor design and environmental technologies
- lead the way in developing the link between the arts, technology and new media by developing a creative quarter in Cambridge
- improve the supply of high-quality housing and tackle the shortage of affordable housing
- tackle the major transport infrastructure issues in the sub-region and increase capacity on major road and rail routes to London, Stansted and other national markets
- continually upgrade the 'soft' and technical skills demanded by businesses in the local labour market
- make the economies of market towns more diverse and provide major new green spaces.

## Greater Peterborough

Peterborough is a major regional city with an influence that extends into the East Midlands. The city is well connected to London and the strategic transport network. It is predicted to grow strongly up to 2031 and has major strengths in environmental technologies, media, publishing and services. The challenges are to develop people's skills, improve the urban environment and tackle areas of deprivation.

### Strategic ambitions

- redevelop key city centre sites to increase Peterborough's attractiveness as a major retail centre in the North of the region
- develop a higher-education campus to increase the supply of higher-level skills
- expand the environmental technology cluster by providing targeted business support and finance and creating business space
- strengthen the Environment City status by creating some of the UK's leading zero-carbon housing developments
- promote the advantages of Peterborough as a location to secure more inward investment in logistics and advanced services
- improve opportunities for excluded people and communities to access education, training and jobs
- make best use of the city's diverse population, promote community cohesion and build links for international trade and partnerships.



London Luton Airport



GlaxoSmithKline's pharmaceuticals research and development facility, Stevenage

## Milton Keynes South Midlands, including Luton as a regional city

The sub-region has a population of 590,000 people, diverse communities and is a part of the national growth area. The area contains a number of multinational corporations and is well connected to key markets, with a growing international airport and good national transport links. The challenges are to continue to restructure the economy, improve skills and productivity and tackle high levels of deprivation.

### Strategic ambitions

- significantly raise entrepreneurship, employment and skills rates – particularly in disadvantaged communities
- take forward major programmes to improve town centres in Luton, Bedford and Dunstable
- continue to provide high-quality physical developments combined with business support, such as Butterfield Park and Capability Green in Luton, and the i-lab in Bedford
- develop a next-generation science park at Colworth, with Unilever as an anchor tenant
- extend Cranfield University's effect on the economy through a continuous programme of investment in applied research, entrepreneurship and management training and further develop the technology and air parks as preferred locations for local and multinational businesses aiming to form academic partnerships
- continue to increase the University of Bedfordshire's contribution to higher-level skills and applied research in the local economy, supporting business start-up and growth
- provide high-quality, mixed housing, with a major focus on sustainable urban extensions
- provide areas of national importance, focusing on the Forest of Marston Vale and the Chilterns Area of Outstanding Natural Beauty.

## London Arc

London's economic footprint extends well into the East of England and is most intense in the arc from Watford in the West to Chelmsford in the East. The area has a population of 1.35 million and is characterised by high employment rates and strong economic growth. A vital issue will be to manage the increasing pressures of growth, such as congestion and affordable housing.

### Strategic ambitions

- support the expansion of important, high-value sectors such as pharmaceuticals, aerospace and film production
- continue to attract investment into the region's largest business parks, including Maylands in Hemel Hempstead, Gunnels Wood in Stevenage and the proposed Chelmsford Business and Technology Park
- make sure employment land and premises meet the needs of businesses and high-growth clusters
- use the opportunity of the Olympic and Paralympic venues and access to the main Olympic Park to attract business investment and tourism
- continue to develop the University of Hertfordshire as the UK's leading, business-facing university and Anglia Ruskin University's applied science offer
- invest in major transport corridors to tackle congestion and improve capacity, including rail routes to London and the A12, M11 and A1
- improve connectivity within the arc, particularly the links between Harlow and Stansted
- tackle shortages of affordable housing and housing for key workers as part of creating sustainable communities.





Norwich Research Park



Ipswich waterfront

## Greater Norwich

368,000 people live in Greater Norwich, and the area is the region's largest labour market and a top-ten retail location in England. Key economic strengths include financial and business services, creative industries, bioscience and automotive engineering. Challenges include managing growth sustainably, improving links to London and other major markets and making sure there is an increase in jobs in high-value occupations.

### Strategic ambitions

- promote and develop Norwich as a leading UK science city
- within the western quadrant, develop Norwich Research Park and Hethel Engineering Centre as international centres for bioscience and advanced automotive engineering
- make best use of the University of East Anglia's world-leading expertise in the areas of environment, climate change and life sciences to encourage innovation, help businesses to start up and create high-value jobs
- continue to develop Norwich as a nationally important centre in financial and business services and creative industries
- improve skills and employment opportunities to tackle major areas of deprivation
- maintain Norwich as a top-ten retail centre with matching city-centre office accommodation
- develop Norwich as an international example of a low-carbon city by promoting renewable energy, combined heat and power, wind, solar and biomass
- improve the connections between Norwich and national and regional markets through improvements to road and rail links to London and other regional cities
- increase the economic benefits from Norwich International Airport by improving connections to main European centres and developing aviation-related businesses.

## Haven Gateway

Haven Gateway is a large and diverse area with two regional cities (Ipswich and Colchester), the internationally significant Haven Ports and well-known coastal and rural surrounding areas. Haven Gateway has a population of 740,000, is a national growth point and is due to create around 50,000 jobs and homes by 2021. Its major strengths include high-tech engineering, financial services and telecommunications. Challenges include creating high-value jobs, regenerating market and coastal towns and tackling constraints on transport, water and energy supply.

### Strategic ambitions

- develop a next-generation science park at Martlesham, anchored by BT, and the University of Essex Research Park in Colchester
- expand the international ports of the Haven Gateway, including expansions at Felixstowe South and Harwich Bathside Bay
- carry out a programme of renewal for major town centres, including Ipswich waterfront, East Colchester, Harwich and Jaywick
- improve the supply of employment land and create high-quality, sustainable communities
- increase the economic effect of cultural assets, such as the International Centre for Classical Music Aldeburgh, firstsite:newsite in Colchester and DanceEast in Ipswich
- strengthen the applied research of the University of Essex and develop University Campus Suffolk to provide higher-education opportunities for the area
- improve capacity on road and rail routes connecting the Haven Gateway to national markets, including the Felixstowe to Nuneaton rail route, Great Eastern main line, A12, A120 and A14
- preserve and improve the area's landscapes and biodiversity.

# Who will deliver these ambitions for the region?

The RES sets out long-term targets and priorities for the region. Only through the collective action of businesses, local and national government, the public and third sectors and people like you will these become a reality...

Our universities' interaction with business is one of the best-kept secrets of the region. They're very diverse, so they have very distinct and different relationships with business. They play a key role in business growth, whether it's through knowledge transfer, higher-level skills or pure and applied research.

Sal Brinton,  
Association of Universities  
in the East of England

People's health and well-being are greatly improved by access to green spaces – not trees in concrete squares, but places to breathe good air and look at wildlife, and where children can play and explore. The East of England is the most important region for biodiversity in England. We need to protect this, and design more green spaces into any development from the start.

Richard Powell,  
Royal Society for the Protection of Birds





### How does the RES change behaviour and spending?

Achieving the ambitions of the RES is a shared responsibility. It needs action from all communities, businesses and organisations if we are to grow sustainably and adapt to global issues and competition. The RES will be used to:

- direct the activities and investment of regional and national agencies, particularly in areas such as transport and skills that drive productivity growth
- inform Local Area Agreements and the local planning framework to allow local government and partners to contribute fully to the region's economic growth
- secure more government and EU investment for the East of England
- provide greater certainty and allow the private sector to invest with confidence in a region that responds to its needs
- shape services that help individuals and businesses to increase their productivity, work in international markets and reduce their effect on the environment.

Our location is an amazing natural asset and the East of England's ports are the UK's trade gateway to the world. Felixstowe South and Bathside Bay will double our deepwater port capacity and bring many new jobs, but we need sustained investment in infrastructure and skills.

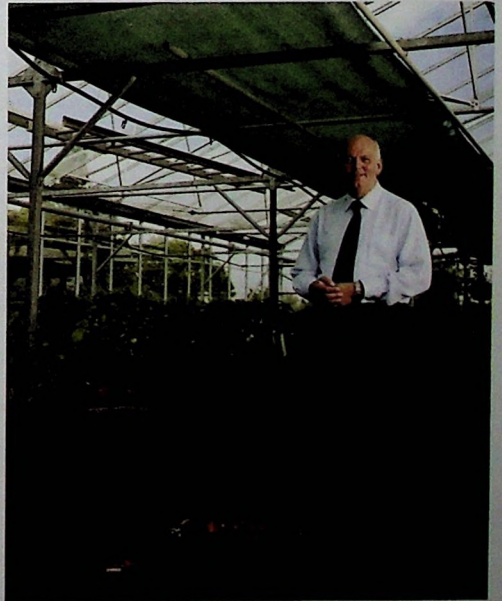
Chris Lewis,  
Hutchison Ports

The region is developing a joint implementation plan for the RES and regional spatial strategy. This will be finalised in spring 2009. At a sub-regional level, partners are developing Local Area Agreements, Multi Area Agreements and delivery plans such as Integrated Development Programmes to bring about change.

It is important to focus on our competitive advantage in global markets. This will be particularly important in the short term as we face a tough economic climate with high energy, food and raw material prices.

Business Link East is committed to helping the region's economy grow. As the recognised place to go for business support, we help more than 100,000 people to start, run and grow their businesses each year.

Pat Smith,  
Business Link East



If we are to achieve these ambitions, don't we need more investment?

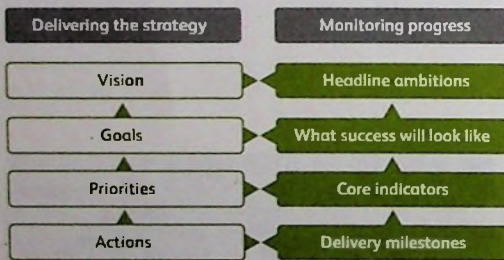
The East of England has the lowest level of public-sector spend per person of the UK's nations and regions. We are one of only three net contributors to the Exchequer, which means we provide more in taxes than we receive in spending. If we are to achieve the level of ambition in the RES, there is a need for greater flexibility for local and regional organisations to raise private finance and receive a higher share of the returns from growth in the East of England. The main source of investment to achieve the RES ambitions will be the private sector. With partners, the East of England Development Agency is developing a new Regional Infrastructure Fund to attract investment from the market and help tackle some of the main obstacles preventing growth.

We need to focus on our main priorities and develop strong business cases for investment. Doing so will allow us to align public and private funding better and access increased levels of national and EU finance.

How will we know if we have been successful?

It will be vital to understand the progress we are making to deliver the RES and to manage risks through the economic cycle. We have created targets and indicators to help local areas develop their plans. As a result, we will use four tiers of indicators to assess progress, as shown in the diagram below.

#### Monitoring framework





Interesting...  
so how do I find out more?  
There is a lot more information  
available, with differing amounts  
of detail to suit you...



To download your own copy of the regional economic strategy, please visit [www.eastofengland.org.uk/res](http://www.eastofengland.org.uk/res)



We're keen to encourage as many people as possible to use the website to read more in order to reduce the amount of resources used. If you do need a hard copy please email [res@eeda.org.uk](mailto:res@eeda.org.uk) and we'll do our best to help.

To read the research and evidence that underpin the RES, please visit [www.eastofengland.org.uk/res](http://www.eastofengland.org.uk/res) where you'll find:



the evidence base



the integrated sustainability appraisal documents



the RES-RSS joint modelling project report



the resource use and CO<sub>2</sub> emissions modelling report

#### Other things you might be interested in

Find out more about how you can contribute to delivering the RES at [www.eeda.org.uk/implementationplan](http://www.eeda.org.uk/implementationplan)

Make a pledge to cut your carbon emissions or the amount of resources you use at [www.gityourcarbon.org.uk](http://www.gityourcarbon.org.uk)

Help improve your organisation's skills at [www.train2gain.gov.uk](http://www.train2gain.gov.uk)

If you're a business looking for advice and support, contact Business Link at [www.businesslink.gov.uk/eres](http://www.businesslink.gov.uk/eres)



# Glossary of terms

Below you will find a list of explanations for some of the more unusual phrases and terms that are used in this document...

## biodiversity

the whole variety of life on Earth, including all species of plants and animals, their genetic variations and the complex ecosystems of which they are part

## biomass

biomass is recently living organisms or their metabolic byproducts – such as cow dung. It is a renewable energy source based on the carbon cycle, unlike other natural resources such as petroleum, coal and nuclear fuels

## clusters

geographic concentrations of competing, complementary, or interdependent firms and industries that do business with each other and/or have common needs for talent, technology and infrastructure

## environmental goods and services

goods and services to manage and protect our natural resources. Examples include remediation and reclamation of land; renewable energy; waste management, recovery and recycling; and water supply and wastewater treatment

## gross value added

a measure of the economy's output based on the value of the goods and services produced by the economy minus the cost of the raw materials and other inputs used to produce them

## higher-level skills

the skills associated with higher education. The most common measure of higher-level skills is the number/percentage of people with at least degree level (level 4+) qualifications

## innovation

innovation is the successful exploitation of new ideas. Innovation matters because it can deliver high value-added products and services, new, cleaner and more efficient production processes and improved business models

## international transport gateway

a pivotal point for the movement of people and merchandise into, from and within the region and UK, often connecting different modes of transport

## knowledge economy

part of the economy which is driven more by knowledge and technology than by the traditional factors of capital and labour

## lower-quartile earnings

the level at which the bottom 25 per cent of all earnings are at, or below

## productivity

the measure of output per employee per period of time, either per year or per hour worked

## regional spatial strategy

strategy of development plans, which focuses on the planning system at a regional and local level

## venture capital

unsecured funding provided by specialist firms to start-up firms and small businesses with perceived long-term growth potential, in return for a proportion of the company's shares

## working-age population

the number/percentage of people over compulsory school age to state pension age. At present, this relates to females aged 16 to 59 and males aged 16 to 64. This will change over the lifetime of the RES in line with planned increases to the state pension age

## Additional photographs

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# It's your region, help shape its future...

If you have ideas, investment or energy  
to contribute to delivering the RES,  
please contact us through the website at:

[www.eastofengland.uk.com/res](http://www.eastofengland.uk.com/res)

or email us at:

[res@eeda.org.uk](mailto:res@eeda.org.uk)

If you know anyone who needs this  
document in another format or  
language, please contact the East of  
England Development Agency and  
we will do our best to help.

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The regional economic strategy  
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consultation with stakeholders  
in the region.